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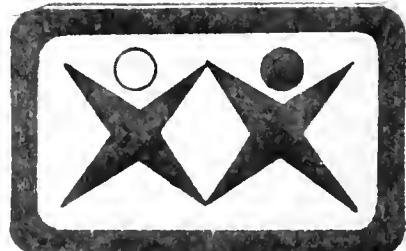
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human resources plan study design

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ABSTRACT

This document is a study design, or outline of work, for the preparation of the Maryland Human Resources Plan. It contains an introduction which explains the need for comprehensive human resources planning, a description of the problems encountered in the present service planning and delivery system, and a discussion of the scope and focus of the Human Resources Plan. In addition, there are chapters on the purpose of the Human Resources Plan, the methods to be utilized in preparing the plan, and the identification of planning/implementation responsibilities.

MARYLAND DEPARTMENT OF
STATE PLANNING

Study Design

for the

Maryland Human Resources Plan

August 1973

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PREFACE

The Department of State Planning is legislatively mandated in Article 88C of the Annotated Code of Maryland to:

"prepare, and from time to time revise, amend, extend or add to, a plan or plans for the development of the State, which plan or plans collectively shall be known as the State development plan."

As indicated by the wording of the legislation, it has long been understood that it would be difficult, if not impossible, to prepare a single, all-encompassing document to be known as the State Development Plan. Instead, the Department of State Planning has viewed the State Development Plan as a collection of plans completed over a number of years. In the past, essentially functional elements of the plan have been prepared covering such topics as open space, wetlands, and historic preservation. Also, a series of background data reports have been written covering the topics of housing, family income and population characteristics.

The Department of State Planning is now undertaking two additional elements of broader scope: the Land Use Plan and the Human Resources Plan. This document contains an introduction to the study designs for both of these plans. The study designs will guide the preparation of the respective plans. This report further contains a detailed description of the scope and focus, goals, and methodology which will lead to the completion of the Human Resources Plan. For a complete description of the Department's land use plan activities, see the Department of State Planning document, "Study Design for a Maryland Generalized Land Use Plan."

INTRODUCTION

INTRODUCTION

During the 1960's the population of Maryland grew from 3.1 million residents to 3.9 million, an increase of nearly 26%. Three of the state's 23 counties and approximately 30 of its 83 incorporated places of more than 1,000 residents declined in population. The latter includes Baltimore City, which lost approximately 33,000 residents in those 10 years. While agricultural-rural areas and inner cities were experiencing a population decline, suburban areas and urbanizing areas were experiencing rapid growth. Prince George's County, in the Washington, D.C. suburbs grew from 357,000 residents in 1960 to over 660,000 residents in 1970, an increase of 84%. Similar growth was taking place in Anne Arundel County, a suburban county in the Baltimore SMSA. In 1960, the county had 206,000 residents; by 1970, it had increased 44% to a population of over 297,000.

Maryland is one of the nation's fastest growing states and is undergoing rapid urbanization. At the same time, many of its towns are facing economic and physical decline. Thus, the state must deal with the problems and conditions that accompany rapid growth such as: physical development patterns which result in pressure on state and local governments to prematurely expand and duplicate public facilities and services, highway congestion, the depletion of land and water resources, and a decline in the quality of local air and water. At the same time, it must concern itself with the problems of declining areas such as: obsolete and/or abandoned facilities, lack of employment opportunities and poor quality housing.

In addition to experiencing difficulties related to physical development, the State and its residents are encountering numerous social service or human resource problems. For instance, the total public assistance caseload and the cost of the program are rising rapidly; the average number of cases per month increased from 50,000 in 1964 to 96,000 in 1971. The total monthly public assistance budget rose from \$5.3 million to \$12.2 million during this period. Health costs in Maryland are rising more rapidly than personal income, making it difficult for individuals to pay for adequate medical care. Hospital costs rose 140% between 1963 and 1970, but buying power increased only 60% during the entire decade of the 1960's.

There is great public concern about crime, drug abuse and poverty. The education system has come under attack, and many people are voicing the opinion that life in the United States is becoming worse instead of better. This is in marked contrast to public opinion in earlier years when there was much more optimism about the future of the nation. The nation's response to this has been a rapid growth in the amount of money and manpower devoted to meeting "people" needs. At the same time, a lack of planned coordination in the use of these resources has led to substantial waste and frequent failure to meet projected goals.

Clearly, there are disturbing problems and trends in both the physical and human development areas which require public attention. The traditional approach to problems, whether in the physical or human development area, has been to deal with them separately. This fragmented approach has frequently led to the worsening of the problems. A better way of coping with our problems is to identify these interrelationships and the common, underlying causes for the problems. Policies

are then developed to deal with the basic causes rather than the symptoms. A comprehensive effort is needed to examine the problems faced by Maryland today, the trends of the future, and the desires of state residents. Where projections indicate that conditions will be contrary to those desired, action must be taken to alter the situation.

Preparation of plans for the development of the State is intended to meet the need for a comprehensive approach with due consideration to the problems of the State and the desires of its citizens. Such plans will enunciate goals for physical and human growth or development and suggest strategies for achieving these goals. A forward looking approach can serve not only to alleviate current difficulties, but also to prevent or ameliorate future problems.

In addition, these plans will serve as a guide to all State, regional and local agencies, and to the non-governmental sector as well. They will provide a broad but integrated context within which agencies can prepare functional and program plans. Information needed by government agencies and non-governmental entities in their decision-making will be provided, and goals and policies for the improvement or prevention of unsatisfactory conditions will be suggested. Thus, the State Development Plan as reflected in the "collection of plans" will help integrate the planning efforts of State, regional and local governmental agencies and of the non-governmental sector.

Since many concerns and problems are related and may have the same underlying causes, it is difficult for functionally oriented government agencies, acting independently, with separate functional or categorical programs, to adequately address these problems. Given the broad func-

tions of the Department of State Planning, and its legislative mandate, the Department is in a position to provide the broad overview and general direction that is needed.

Two projects are currently being undertaken to contribute to the completion of the State development planning process; they are the Land Use Plan and the Human Resources Plan. A brief introduction to each of these endeavors follows:

Land Use Plan

The Land Use Plan will describe desirable general development patterns and related facilities and services as well as the management of the State's natural resources. The Maryland Department of State Planning, in cooperation with other State, regional and local agencies, will prepare the Generalized Land Use Plan for the State. It will include:

1. a statement of the goals, policies, standards and criteria upon which the plan is based;
2. recommendations for the most desirable general pattern of land use within the State;
3. recommendations for the major transportation facilities and services within the State which are consistent with and supportive of the Generalized Land Use Plan;
4. recommendations for the major public facilities and services which are consistent with and supportive of the Generalized Land Use Plan; and
5. recommendations for the actions required to implement the plan.

The Land Use Plan study design presents an outline of the work necessary to produce the Plan for submittal to the Governor by December, 1974. The study design is divided into four main sections as follows:

- a) Section I: A definition of the planning process including identification of planning responsibilities, the goals of the land use plan, intergovernmental and citizen coordination requirements, and the methodology to be utilized in preparation of the land use plan.
- b) Section II: Detailed presentation of the work program.
- c) Section III: Outline of the plan development and selection process.
- d) Section IV: Description of the continuing phase including implementation and continuing work items.

For further details regarding the land use planning effort, see the Department of State Planning document, "Study Design for Maryland Generalized Land Use Plan."

Human Resources Plan

The Human Resources Plan, which will be completed by the end of 1975, will describe desirable social conditions and suggest attainment strategies. It will be prepared in cooperation with State, regional and local governmental agencies and with non-governmental providers of human resource related services. The plan will include:

1. an analysis of current conditions and trends and an identification of major problems based on statistical and non-statistical sources;
2. a statement of recommended aspirational and achievement goals;
3. recommendations for policy directions to attain goals and for identification of priorities; and
4. a recommended planning process.

The Human Resources Plan, as well as the Land Use Plan, should be viewed as a dynamic document requiring continuous monitoring and regular updating. This is necessary to maintain a current perspective on the long-range development of the State. Tentatively, formal review, revision and updating of the Plan will be performed every five years by the Department of State Planning.

HUMAN RESOURCE PLANNING AND
SERVICE DELIVERY: CURRENT PROBLEMS

HUMAN RESOURCE PLANNING AND SERVICE DELIVERY: CURRENT PROBLEMS

An increasing portion of our fiscal and manpower resources are being allocated to efforts to ameliorate or to eliminate social problems and to meet "people" needs. However, it is widely recognized that there is very little coordination among the many diverse public bureaucracies and private agencies attempting to service these needs. Continued growth of these efforts in an atmosphere of fragmentation and non-planning will result in further waste of resources and failure to meet needs.

The following excerpted quotation is expressive of this current situation:

"... the American social welfare system is an imperfectly articulated network made up of over 100,000 independent agencies or associations, most of which are organized on a local or state basis although the largest are instrumentalities of the federal government. Policy making is widely decentralized through the autonomous character of these agencies.

Functionally, the system contains separate types of agencies each developed empirically for dealing with a loosely defined general problem: children, families, the aged, the delinquent, the sick, and income maintenance. Each of these general areas is further broken down into an intricate analysis of specialized agencies and services. In the area of income maintenance, there are: the federally aided programs of aid to dependent families and children, aid for the aged, aid for the blind, aid for the totally disabled; the state programs of general relief, veterans' aid, workmen's compensation, and unemployment insurance; and the wholly federal programs of social security, permanent and total disability under social security, and veterans' benefits, to name only a few.

In the area of child welfare, there are separate voluntary agencies for placing dependent children, protecting neglected children, treating disturbed and pre-delinquent children, and caring for the sick or rehabilitating the handicapped. There are also state governmental agencies dealing with the same subjects. To

these are added federally financed programs of social services, services to children in their own homes, treatment of handicapped children, and financial support through the social security act; the veterans' administration; and public relief (aid to dependent families and children).¹

The above-described situation is not unique to the fields mentioned. Each area of human need is handled by a large number of federal, state and local governmental agencies or programs, and by non-governmental entities as well. Planning and coordination of human services has to deal with the wide division of responsibility among the various levels of government - federal, state, regional and local. A great deal of the legislative and financial initiative in human resources programs comes from the federal level. The programs are sometimes managed at the State levels, together with State-initiated programs. The degree of governmental involvement varies at each level by the type of service. Education and law enforcement are predominantly state/local. Welfare and health programs draw more from federal and state initiative. The coordination problems are therefore different for each type of service.

While Federal, state and local governments have long been active in the planning and delivery of human services, there is a growing trend toward the creation of sub-state, "area-wide" regions. A substantial number of programs, especially those arising from Federal initiative, involve the designation of such regions for purposes of planning and/or service delivery. Even in those instances where regional boundaries of different programs are coterminous, there has been little attempt to coordinate planning and delivery of services. In a growing number of cases, programs utilize different sub-state designations, thereby making any attempt at coordination extremely difficult.

Not only is there fragmentation in planning and service delivery which results from the division of responsibility between the various levels of government, but this fragmentation is aggravated by the fact that services are delivered by both governmental and non-governmental agencies. Some services are dominated more by non-governmental enterprises, both profit and nonprofit: this is the case in housing and health care. Other services such as public safety and education, are primarily governmental enterprises. In most cases, questions of the level of public participation and regulation are raised, and coordination problems are highly complicated by this "mixed" characteristic.

This situation inhibits the development of common goals, common service areas, or the common planning necessary to remove people from dependency. The U.S. Department of Health, Education, and Welfare has said that separate and specialized programs result in services which are:

- delivered in a fragmented way that does not meet the multiple needs of people;
- inefficient, duplicative and confusing for people in need;
- lacking in accountability because of failure to involve state and local elected officials adequately in the human services planning process.

The State of Maryland has long been concerned with aspects of social development. Over the years, many programs have been developed and administered which were aimed at protecting the health and well-being of the State's people through regulation and the provision of services.

Here, as elsewhere, programs dealing with people in the areas of health, housing, community welfare services and education, for example,

have developed in a piecemeal fashion, many of them in response to federal initiative. They are administered by a variety of boards, bureaus, departments and agencies throughout State and local government and the non-governmental sector. Some related programs are tied together with advisory or interagency coordinating committees. Although reorganization of State government has resulted in collecting the State-operated programs into relatively few departments, it has yet to result in truly coordinated services. Federal regulations and eligibility standards often hinder integration as well.

A Human Resources Plan can provide the impetus for a thorough analysis of all existing governmental and non-governmental services, a determination of the unmet needs, and a design for a more appropriate service delivery system. It is clear that the current, fragmented approach is neither as efficient nor as effective as is desirable. It will be the target of the Human Resources Plan to recommend strategies to improve services to better meet the needs of State residents.

¹Frieden, Bernard J. and Morris, Robert (eds.) Urban Planning and Social Policy. 1968, p.4.

SCOPE AND FOCUS
OF THE
HUMAN RESOURCES PLAN

SCOPE AND FOCUS OF THE HUMAN RESOURCES PLAN

The Human Resources Plan will focus on two major questions:

- 1) the needs of people as individuals, as families and as members of the community; and
- 2) the past, present and future role of State government in meeting the identified needs.

The role of other governmental levels and the non-governmental sector in servicing people's needs will be examined because these entities play a vital role in the delivery of social services. The plan will recognize that the substate governmental sector and the non-governmental sector are frequently linked to State government through State regulation and the provision of financial assistance. However, the plan is essentially a State plan concerned with the State's opportunities and powers of implementation. Recommendations for State policy and the allocation of State resources will be emphasized. It will, however, be a means of coordinating the State's services with those provided by both non-governmental agencies and other levels of government.

The plan will include all areas of social concern in which the State has an existing or potential supportive or central role. The following topical breakdown indicates the areas that will be addressed.

- Health and Illness
- Learning
- Public Safety and Order
- Social Mobility and Employment Opportunity
- Participation and Alienation
- Income and Poverty
- Housing and the Living Environment

It should be noted that the topics are tentative and will be evaluated in an early phase of the work.

The topics and the studies will focus on the conditions of individual citizens and on the broad characteristics of the service delivery pattern. There are two major reasons for using a comprehensive approach. First, human problems cannot be clearly delineated as, for instance, solely health-related, education-related, or housing-related. There tends to be an interaction between many factors, which together result in a problem or multi-problem pattern. In attempting to deal with a societal problem, it is more effective to deal with the constellation of factors causing that problem than to deal with each factor separately. A second reason for selecting a comprehensive approach is that the Department of State Planning should not undertake actions that would interfere with, or preclude, decision-making by other State Departments. The Department of State Planning has primary responsibility for general state development planning and coordination; functional agencies are responsible for decision-making and implementation on the program level.

While the plan will take an integrative approach to the definition of problems and needs, it will take a coordinative approach to the utilization of resources and the organization of services. Thus, the plan will investigate the nature and extent of services provided by all levels of government, as well as non-governmental agencies and institutions. On the basis of findings concerning duplication of effort, gaps in service and the ability of each sector to effectively provide specific services, proposals will be made for the kinds of services that are needed, the best way to provide them, and a means for meshing or

coordinating the efforts of the various governments as well as the governmental and non-governmental sectors.

The plan will be prepared using a planning process which entails defining needs, evaluating the current situation, outlining goals and policies, and recommending an ongoing planning process. Consequently, the plan is regarded as a tool for State decision-makers, especially the Governor and the legislature, but it will also serve as a guide for decision-makers at other levels of government and in the non-governmental sector, because it will inform them of the directions in which the State is likely to move. The projections of future trends and the information concerning current problems and conditions should be informative to other agencies and may assist them in their own program planning endeavors.

The anticipated outputs of the Human Resources Plan are:

- Quantitative and non-quantitative analyses of social problems, needs and attitudes.
- Analysis of the existing delivery systems and their planning capacities.
- Recommended State goals for human resources.
- Recommended policies and activities in human services.
- Proposal for a planning/information/coordination system.

For greater detail concerning the outputs of the plan, see the section entitled "Methodology for Preparation of the Human Resources Plan."

To prepare the plan, many different elements of the service system will have to be investigated. Consumers will be interviewed to determine their needs and concerns and to identify the problems they encounter in attempting to satisfy their needs. All levels of service pro-

viders including federal, state, regional and local governments, and profit and non-profit non-governmental agencies will be studied to understand the complete range of services and how the sectors relate to each other.

Not only will these groups be studied, but their participation in the process of preparing the plan will be solicited. The governmental sector is already involved through membership on the Department's State Planning Coordinating Committee. This committee is described in detail in the last section of this study design, which also addresses the need for coordination with additional groups.

The time frame for the Human Resources Plan is mid to long range (5-20 years). However, the principal focus of the plan will be the development of a continuous human resources planning process. Thus, there will be regular updating through the planning process; additionally, a thorough review and revision of the plan will be conducted every five years.

PURPOSES OF THE
HUMAN RESOURCES PLAN

PURPOSES OF THE HUMAN RESOURCES PLAN

The following statements have been prepared to clearly indicate the intended purposes of preparing a human resources plan. These statements should assist in structuring the planning effort, in defining the type and scope of issues to be addressed by the plan, and in shaping the final product. These statements should not be confused with the goals which will emerge from the planning effort itself. The latter will relate to specific human needs and to the service delivery system.

The following statements identify the two major purposes to be accomplished through preparation of the Human Resources Plan.

- I. To assist executive and legislative decision-makers in allocating the State's resources, in the most efficient, effective manner possible, toward meeting the human service needs and improving the life condition of the citizens of Maryland.
- II. To assist non-governmental and sub-state governmental providers of human resource services to better serve their clients by:
 - a. providing clear statements of State-level policies;
 - b. providing a State planning process for human resources with which to coordinate and through which to offer input;
 - c. providing access to data resources with which to identify needs, plan service delivery, and evaluate service effectiveness.

Following are a set of objectives relating specifically to the plan development process:

Objective 1

To develop, within the constraints of available resources, an information base and continuing data collection process regarding human re-

source problems, needs, trends, and the service delivery system.

- To identify the attitudes and aspirations of Marylanders concerning social problems, needs and priorities.
- To collect and analyze statistical evidence of problems needs, and past trends, and to forecast future trends.
- To assess present human resources needs and the degree to which they are being met.
- To conduct a review and assessment of the existing human resources service pattern in Maryland, emphasizing aspects relating to planning, coordination, policy development, informational needs, and evaluation.
- To recommend procedures and systems for improving the State's collection and utilization of human resources data.

Objective 2

To recommend to the Governor and General Assembly a framework of State goals and policy approaches in the human resources area which can be a basis for more efficiently and effectively allocating State resources.

- To recommend a set of aspirational goals based on abstract ideals, common human needs, and desired characteristics.
- To recommend achievement goals for which progress towards attainment can be measured.
- Recommend policies and priorities for State action to be considered for adoption by the Governor and the General Assembly.
- To guide agencies in their efforts to make meaningful progress toward achieving desirable State goals and objectives in the human resources field.
- To recommend elements of a State and sub-state human resources service system to meet the needs of all Maryland citizens to the greatest extent possible.

Objective 3

To develop and recommend to the Governor and General Assembly a continuing process as a means of inviting dialogue and promoting coor-

dination within State government and with other segments of the human resources service delivery system.

- To assure that prospective human resources plans and programs are developed in concert with State physical and economic planning efforts.
- To review and assess current activities in human resources areas to determine where there are duplications or gaps in responsibility.
- To establish a context for action by the various participants or service providers in the governmental and non-governmental sectors.
- To foster cooperation among the various levels of government, the numerous governmental agencies, and the governmental and non-governmental sectors in the delivery of services.
- To assure continuing responsiveness to changing needs, problems and programs in the field of human resources.
- To develop and recommend a system to assure ongoing, coordinated, comprehensive human resources planning which gives full recognition to, and builds on the existing planning responsibilities of all agencies.

Objective 4

To carry forth the responsibilities of the Department of State Planning.

- To meet the legislative mandate that the Department shall prepare the State Development Plan.
- To carry forth the Department's mandate to coordinate plans and programs of all State agencies and to promote intergovernmental coordination.
- To guide Departmental activities such as Capital Improvements Planning, A-95 Clearinghouse reviews and the work of the various divisions.

METHODOLOGY FOR PREPARATION OF THE
HUMAN RESOURCES PLAN

METHODOLOGY FOR PREPARATION OF THE HUMAN RESOURCES PLAN

The following pages contain an outline, or design, of the work that must be completed to prepare the Human Resources Plan. While a great deal of information concerning the work is presented, a number of issues remain to be resolved; these will be taken up prior to commencing all work. Where necessary, the description of the work will be refined. For example, the means for examining the non-governmental sector and the extent to which the matter will be considered will be determined. For each work item the approximate cost, time of completion and required manpower will be estimated.

Phase 1, Section 1: Program Inventory

I. Objective

To provide an accurate assessment of the existing human resources service pattern in Maryland by surveying:

- A. the total spectrum of social services available to the citizens of Maryland through State government, sub-state government, and the non-governmental sector.
- B. the scope of activity, including plans, policies, and programs, of each agency that directly or indirectly affects social conditions in Maryland.
- C. relationship among service delivery systems, including gaps, overlaps and duplications in service.
- D. the effect on clients of individual service delivery systems and of the relationships among service delivery systems.

II. Focus

The surveys will focus on state government and state-funded county organizations (e.g., county health or social service departments), with peripheral consideration to other levels of government, and to the non-governmental sector, both profit and non-profit.

III. Outline of Work

A. Determine the specific data to be sought in the surveys. Existing plans and programs may be reviewed with respect to the following possible factors:

1. Policies, goals, and objectives.
2. Relationships to other human resource plans and programs.
3. Methods of setting goals and objectives.
4. Methods of determining program clientele.
5. Characteristics of program clientele.
6. Methods of setting service levels.
7. Source, utilization and limitations of data base.
8. Methods utilized for monitoring and evaluating program results.
9. Constraints to meeting identified needs.
10. Funding source.

B. Determine techniques of collecting these data. Examples of techniques include:

1. Reviewing the following:
 - a. State plans prepared in response to federal law or policy as condition to the receipt of federal funds. Such plans are reviewed by the Department of State Planning, on behalf of the Governor, for consistency with statewide planning and policies, under the provisions of Part III of the Federal Office of Management and Budget Circular A-95. (Federal programs requiring state plans in human resources related fields are included in this report in Appendix A.)
 - b. Budget statements for individual agencies from the Department of Budget and Fiscal Planning.
 - c. Annual reports published by individual agencies, both governmental and non-governmental.
 - d. Materials available through Legislative Services, the Hall of Records, the State Library, the Libraries of functional agencies, and the Enoch Pratt Library (particularly the Maryland Room).

- e. Other pertinent materials available, including surveys conducted by functional agencies and non-governmental agencies.
- 2. Conducting specific surveys of our own.
- 3. Conducting interviews.
- C. Outline and carry out procedures for each of the techniques selected.
- D. Compile and analyze data collected through all techniques.
- E. Prepare report on existing human resources service pattern in Maryland with attention to concerns mentioned in the objective above.
- F. Present report to State Planning Coordinating Committee (SPCC).
- G. Revise report in light of SPCC input.

Phase 1, Section 2: Citizen Participation Input

I. Objectives

- A. To probe public opinion regarding public services and governmental operation in the field of human resources.
- B. To provide information to the Department of State Planning and SPCC concerning public reaction to current conditions, the direction in which the State should move and a sense of public priorities.
- C. To provide information to the Department of State Planning and SPCC vital to the decision-making process, both for the determination of goals and objectives and in the selection of alternative directions for state activity.

II. Outline of Work

- A. Evaluate the citizen participation element of the Multi-Service Center Study and apply any techniques developed in this study which are appropriate to the human resources planning effort.
- B. Inventory surveys previously conducted on the concerns stated in I. A and B above.
- C. Evaluate the desirability of the following (as well as other techniques), and then select the best techniques for our purposes.
 - 1. Using a public opinion questionnaire

If existing surveys do not furnish adequate information, consideration could be given to devising a public opinion questionnaire. Such a questionnaire should be distributed on a stratified random sampling basis to assure that all geographic areas and differing ethnic and economic groups are adequately represented.

Possible use of a public opinion questionnaire will be evaluated taking into consideration potential benefits as well as inherent difficulties such as the following:

- a. There are segments of society which are unable or unwilling to respond to a questionnaire format.
- b. Preparing and administering a questionnaire would require the services of a consultant, and would be a costly undertaking.

2. Interviewing the following:

- a. Recipients of services - so that we may concentrate on the opinions of citizens who actually utilize human resource related services.
- b. Persons who deliver such services.

3. Enlisting the aid of Community Action Agencies, the Urban League and related groups to query segments of society which are unlikely to respond to a questionnaire format (if it is used), or which are difficult to reach through other methods of inquiry.

D. Outline and carry out procedures for each of the techniques selected.

E. Compile and analyze data obtained through all techniques.

Phase 1, Section 3: Collection of Data and Development of Projections

I. Objectives

- A. To quantify, to the extent possible, the range of Human Resources problems, attributes and trends experienced by the State's citizenry.
- B. To initiate development of a set of social indicators to continuously monitor the social well-being of the residents of Maryland.
- C. To undertake the statistical projection of social trends as feasible.
- D. To improve the State's capability to effectively utilize data resources in social policy and program planning.

II. Focus

- A. Data will be collected to reflect the conditions experienced at the individual, families and community levels.
- B. In addition, differences based on age, sex, race and geographic location will be isolated and analyzed.

III. Outline of Work

- A. Review the pool of statistical resources available as a first step in quantifying, to the extent possible, a wide range of problems, attributes, and trends of the State's citizenry, as well as identified subcomponents thereof. This will not be limited to State agencies, but will include Federal, regional, local and non-governmental entities.
 - 1. Develop guidelines, criteria and procedures in detail.
 - 2. Prepare survey format and collection procedure.
 - 3. Conduct survey.
- B. Develop an initial set of social statistics for Maryland that represent the best available data for measuring social problems, needs, trends, and opportunities.
 - 1. Identify criteria for the selection of statistical measures, including relationship to preliminary statements of goals and objectives, and degree of conformance to a "model" social indicator definition.
 - 2. Select and process statistical measures.
 - 3. Identify measures of well-being that are not available, but could feasibly be developed.
- C. Project statistical trends for selected characteristics as a basis for policy development.
 - 1. Research and evaluate methodologies for statistical projections.
 - 2. Select procedures and data elements, and conduct a limited number of statistical projections as resources permit.
- D. Review the current "state of the art" of social indicator development. A social indicator is defined as a statistic of direct normative interest which facilitates concise, comprehensive and balanced judgements about the condition

of major aspects of society. It is in all cases a direct measure of welfare and is subject to the interpretation that, if it changes in the "right" direction, while other things remain equal, things have gotten better or people are "better off."

1. Research recent Federal, State and private projects relating to social indicator development.
2. Assess the validity of employing social indicators in the continuing human resources planning process.
3. Design work activities if value is proved.
4. Collate and analyze those data elements and procedures that appear most applicable to State needs and resources.

E. Develop a more effective, efficient system for the collection, storage and dissemination of data needed in the planning, programming and evaluation of human resource services.

1. Review current data collection and utilization procedures by human resource agencies. (Coordinate with Phase 1, Section 1: Program Inventory.)
2. Analyze duplications in collection, gaps, and obstacles to accessibility and effective data utilization.
3. Review current and past efforts to centralize and rationalize data handling procedures. Explore feasibility of a State level central data center and/or instituting other procedures for improved data handling.

Phase 1, Section 4: Condition and Trend Analysis Reports

I. Objective

The objective of this work element is to produce a set of condition and trend analysis reports that will form the basis for subsequent phases wherein detailed goals, objectives, and policies will be recommended. Preparation of these reports will be conducted by DSP staff and/or consultants in close coordination with SPCC members, as well as other groups, with a view toward achieving as objective, well documented, and internally consistent a set of reports as is feasible. Input from the first three work elements will provide the main data input.

II. Outline of Work

A. Define a set of criteria for report development as to format, style, nature of content and time frame.



- B. Select procedures for involving SPCC members and other professional and public representation in report preparation and review.
- C. Review the preliminary topical breakdown - health and illness; learning (maturation/development); public safety and order; social mobility and employment opportunities; alienation and participation; housing and community development; poverty and income. Evaluate it against defined alternatives (such as system-centered: home and community, public and governmental, entrepreneurial, etc.; or life cycle); select a conceptual framework and define report subject areas.
- D. Prepare reports in accordance with the above defined procedures, ensuring that the following three aspects are addressed.
 - 1. Existing social attributes, problems and opportunities, including comparative geographical and racial analysis.
 - 2. Existing public or private activities addressed at improving existing conditions (including broad evaluation of the nature and effect of the service pattern, but not detailed program evaluation).
 - 3. Middle and long-term trends, projections and forecasts relating to both the structure of social problems and governmental policy and action. This should include analysis of trends over the past 10 years. It should also include study of Federal policy directions.

Phase 2: Preparation of Goals

I. Objectives

- A. To prepare and recommend a set of goals for human resources development that reflect the desires of the State's citizens and to which State government can be committed.
- B. To recommend goals to guide the decision-making of governmental and non-governmental agencies about their policies and programs.

II. Description of Goals

- A. There are two levels of goals.

- 1. Aspirational goals are expressed on the level of desirable human characteristics and attainments. They are abstract ideals, the consensus goals of society and are relatively unchanging. (They are consistent with the main focus of the plan, which is the citizens of the State).



2. Achievement goals express achievable aims, and progress toward their achievement is measurable. Many achievement goals may relate to one aspirational goal. Regular reassessment and revision of these goals is needed. They are in accord with the plan's intention of serving citizens in the best way possible.

B. Examples*

1. A potential aspirational goal might be:

All citizens of Maryland will have equal opportunity to acquire necessary knowledge and fulfill their intellectual potential.

2. Potential related achievement goals might be:

- a. To reduce functional illiteracy by ____% by 1980.
- b. To reduce school dropout rates by ____% by 1980.
- c. To equalize per pupil educational expenses in each jurisdiction such that by 1980 there is a deviation of no more than ____% from a specified level or from the mean.

III. Responsibility for Preparation

- A. Aspirational goals will be prepared by the Department of State Planning and reviewed by the State Planning Coordinating Committee. They will become State goals if they are accepted by the Governor and the General Assembly.
- B. Responsibility for preparing achievement goals is divided. Some goals on this level are related to specific functional areas and others are multi-disciplinary. Preparation of multi-disciplinary or interagency achievement goals is the responsibility of the Department of State Planning, and these goals will be included in the plan document. They will be reviewed by the SPCC.
- C. Criteria will be developed to describe how and when functional achievement goals will be prepared.

IV. Outline of Work

- A. Review the goals and objectives submitted to the Department by the State agencies and the political subdivisions.
- B. Review plans and other documents prepared by State agencies for expressions of their goals and objectives.

* Examples are not intended to be definitive either as to format or content.

- C. Review literature describing goals of other states and suggested national goals.
- D. Use results of available public opinion surveys to indicate the values held by State residents.
- E. Draft aspirational goals and appropriate achievement goals.
 - 1. Achievement goals may relate to problems identified in phase 1.
 - 2. Reviewed by SPCC and revised based on comments received.
- F. The goals must be taken into account when the social indicators are developed. The indicators should be designed to assess progress toward meeting the achievement goals.
- G. Goal Attainment Survey
 - 1. Compile aspirational goals and Department of State Planning prepared achievement goals for survey of SPCC members. Ask agencies to identify:
 - a. goals which are solely or partially within their jurisdiction.
 - b. their present activities with regard to each goal they have at least some responsibility for.
 - c. all other agencies (State, local or non-governmental) who are in some way responsible for the attainment of each goal.
 - 2. Results will be collated with specific reference to a comparison of the agency's perception of its role with the way in which others perceive its responsibilities.
 - a. Release results to SPCC.

Phase 3: Recommend State Actions

- I. Objectives
 - A. Recommend alternative or optimum actions for the State to consider in order to remedy problems, improve services, or attain goals.
 - B. Identify ways in which the various levels of service providers can operate more compatibly and effectively.
- II. Focus
 - A. Principal Clients - Governor and General Assembly.

- B. Focus on State level recommendations.
- C. Recommendations should be action-oriented and geared to assist decision-makers. They should be directed toward solving or preventing problems which are identified in the analysis of conditions and trends. They should be stated in terms of human or institutional change or change of emphasis.
- D. Federal initiatives and concerns must be taken into account when making recommendations.
- E. Where feasible, alternatives will be presented and the most desirable one noted.
- F. Recommendations may relate to policies, priorities or opportunities.
- G. Limiting factors include:
 - 1. Limits of State responsibility.
 - 2. Availability of resources.
 - 3. Interest of citizens and officials.
 - 4. Priority of needs.
- H. Recommendations will key on matters that lie beyond the boundaries of any single agency as to policy-making or implementation.
- I. Based on findings, suggestions will be offered concerning the non-governmental sector and sub-state governmental agencies as their activities relate to State activities.

III. Examples

- A. The federal government has decided to concentrate its social service programs for the poor on people who are currently receiving public assistance. The State may want to:
 - do the same.
 - concentrate on those cut off by changes in federal regulations.
 - serve all poor people not on welfare or just above eligibility for welfare.

The implications and costs of each approach should be stated, an approach recommended and an explanation of why it was selected provided.

- B. Innovative approaches to State service delivery, for example:
 - services integration
 - community based care
 - multi-service centers
- C. Recommend creation of programs to deal with problems not currently being addressed.

IV. Outline of Work

- A. Based on the analysis of conditions and trends, the goals, and the survey of responsibility for goal attainment, select major areas of concern.
- B. Review literature regarding areas of concern. Identify efforts of other states to deal with similar problems and success of their projects. Identify other recommended approaches, whether they have been applied, and their success.
- C. Evaluate alternatives based on the limiting factors outlined in Section II above.
- D. Select alternatives that seem feasible for Maryland.
 1. Identify the advantages, disadvantages, costs and the necessary resources for each approach.
 2. Where possible, select the most appropriate or favored approach for Maryland.
 3. Select priorities based on:
 - extent of need.
 - immediacy of opportunity.
 - ability of State to accomplish desired results.

Phase 4: Recommend Planning Process

I. Objectives

- A. To provide to the Governor, General Assembly and Cabinet an improved framework within which to make informed decisions relating to human resource development programs.
- B. To upgrade or encourage the human resources planning efforts which take place within State, regional and local agencies, and the non-governmental sector.

C. To develop and recommend a system to assure coordinated, comprehensive human resources planning which gives full recognition to, and builds on, the existing planning responsibilities of all agencies, including the non-governmental sector. This would focus on the State level and include all agencies with direct services to the public.

1. Recognition must be given to the roles of other agencies that have programs and make decisions which impact people, e.g.:

- DOT highway construction and location policies.
- DNR parks development projects.
- Budget and Fiscal Planning.

2. The process will provide the means for interrelating the work of the State agencies with similar or complementary efforts at the regional and local levels as well as the non-governmental sector.

D. To create a system for decision-making with regard to implementation and revision of the Human Resources Plan. An on-going mechanism is needed to:

- ascertain changes in problems and conditions.
- measure progress toward goal attainment using social indicators and other measurement.
- evaluate and restate goals and priorities.
- recommend new actions and directions.

II. Elements

A. Design for an ongoing coordinative planning mechanism for human resources. It will identify procedures for inter-departmental coordination and coordination between the governmental and non-governmental sectors. The design will recommend the scope and method for future State human resource planning activities. It will identify the role of each agency in such planning and will coordinate planning with the budgetary process.

B. Outline of recommended model or models for preparing a plan for any human resource program. The purpose of this task is to improve the quality of planning for social services. The model(s) will be applicable to State and sub-state agencies and non-governmental agencies and can be adapted to suit individual needs. Adherence to the model(s) will be voluntary.

III. Outline of Work

- A. Study planning procedures presently utilized by social service agencies and analyze:
 - 1. how agencies formulate programs.
 - 2. the elements and characteristics of plan.
 - 3. the scope of plans.
 - 4. the division of responsibility for planning and service delivery among departments, levels of government, governmental vs. non-governmental sectors.
 - 5. what agencies feel they need to know about the planning activities of other agencies.
 - 6. to obtain this information the following techniques will be considered:
 - a. interview agencies.
 - b. mail questionnaire to agencies.
 - c. utilization of knowledge gained in earlier phases of the work.
 - d. analysis of agencies' legislated responsibilities in planning.
 - e. review of available program and functional plans.
- B. Determine the relationship between the planning efforts and the budgetary process.
 - 1. Identify needs of the budget decision-making process for planning information.
 - 2. Identify agencies' planning information needs in development of their annual budget requests.
- C. Review existing literature on the planning process and coordinate planning mechanisms including:
 - 1. Previous studies completed in Maryland.
 - 2. Studies and systems implemented elsewhere. What was done, how it was accomplished, and the extent to which it succeeded.
 - 3. Theoretical literature.

- D. Develop the most feasible coordinated human resource planning mechanism for Maryland.
- E. Develop an outline of recommended planning procedures.
- F. Submit D and E to the SPCC and the Cabinet for review and comment.
- G. Revise and modify as necessary.
- H. Submit to Governor and General Assembly for action.



IDENTIFICATION OF PLANNING/IMPLEMENTATION RESPONSIBILITIES

IDENTIFICATION OF PLANNING/IMPLEMENTATION RESPONSIBILITIES

Basic to the identification of the scope and content of a Maryland Human Resources Plan is an understanding of the planning and implementation responsibilities of the various State agencies and the various levels of government - state and substate - as well as the non-governmental institutions engaged in the planning and delivery of services. For the purposes of this section, it is advantageous to distinguish between governmental and non-governmental planning/implementation responsibilities, and to discuss them separately.

Governmental Planning/Implementation Responsibilities

The first part and the bulk of this discussion concerns governmental planning and implementation responsibilities, since it is the governmental sector to which the Human Resources Plan is oriented.

Table 1 identifies the basic planning and implementation responsibilities at state, regional and local levels. Responsibilities are classed as to whether a particular agency or body has primary responsibility for a planning function, actively participates in the function, or has an advisory role. This discussion is not intended as a proposal for where these responsibilities ought to reside; it is an interpretation of the pattern of existing responsibilities, put into a logical framework and depicted in Table 1 as to location and type of responsibility.

The definitions and identification of responsibilities that follow are descriptive of a continuum between policy decision-making and the delivery of services that are intended to satisfy identified needs. It might be said that the continuum is operative only at either end; in other words, decisions are made and programs are operated, but the

system tends to break down in the middle, where coordinative, functional and program planning should effectively link policy decisions with program implementation. The result of this pattern is that programs do not always meet the goals set by decision-makers, and that policy-making often does not reflect the best possible inputs in terms of data concerning human needs, the effectiveness of existing programs, and the best alternatives for using public resources to meet goals.

The following are working definitions for the purposes of this study design. They are subject to modification or clarification as the study progresses:

1. Policy Decision: Although many individuals and agencies contribute information and recommendations upon which policy decisions are made, the actual determination of policy to be implemented by government is the responsibility of elected executive and legislative officials. The authority for making policy decisions may be delegated to governmental agencies, but clearly, these agencies must remain responsible to elected officials. Policy-making is itself a continuum that ranges from the most general level of long-range goal-setting through more detailed decisions as to how to achieve goals. Such decisions take the form of shorter range, quantifiable objectives. Another layer of decision-making has to do with the means by which objectives will be met: these result in programs or projects of a specific nature. At the most detailed levels, inputs of a technical nature from planners and admin-



istrators become more important. At the general level, input from the public as to values, needs, and desires is more important.

2. Coordinative Planning: Coordinative planning is the process of facilitating the informed, responsive setting of long-range goals and of ensuring that subsequent governmental actions are developed in such a way as to best achieve those goals. The Department of State Planning, as Maryland State government's principal coordinative planning agency, links elected policy makers with operating departments in various ways. For example:
 - (1) by suggesting a continuing process for defining State policies based on organized informational flows and inputs from governmental agencies and the public, and for programming governmental action based on such policy decisions; (2) by preparing a plan or plans for the development of the State based on studies of existing conditions and needs, and containing specific policy recommendations for the orderly physical, economic and social development of the State; (3) by observing the activities of State and local government to determine where duplication or conflicts exist, and whether established policy goals are being achieved.
3. Functional Planning: Functional planning involves the preparation of plans for defined areas of responsibility -- e.g., law enforcement, health facilities and services, or income maintenance. Functional plans detail specific

service objectives and modes of implementation within the framework established by the coordinative planning process. Functional plans should cover a minimum time period of five years, and should select strategies from all potential actions that are available for meeting the adopted goals and objectives. This means that functional plans should recognize the need for coordination, since in many cases, responsibility for a given functional area is spread among several departments. In addition, many programs can or do serve goals in more than one functional area. An interdisciplinary approach is desirable whether the plan is prepared by a single operating department, a coalition of agencies, or a coordinative planning agency.

4. Program Planning: Program planning involves the definition of short-range (i.e., 1-5 years) priorities, and facility and service requirements within the context of longer range functional plans. Program plans should identify objectives to be met, performance indicators, assignments of responsibility, program management procedures, allocation of resources, client population, and interrelationships with other programs.
5. Regulation: Regulation refers to every standard, rule or statement of policy or interpretation of general application and future effect adopted by an agency to implement or make specific a law enforced or administered by it.



6. Fiscal Planning: Fiscal planning refers to the allocation of fiscal resources among programs for capital and operating expenses within the context of coordinative, functional and program planning. It should be closely related to coordinative planning as a mechanism for carrying out policy decisions.
7. Operation: Operation refers to those direct operating responsibilities of government such as the management of programs which offer funding sources, or various types of goods and services (mental health care, police protection, employment services, etc.).
8. Evaluation: Evaluation is a concomitant function of planning. It involves the measurement of the effectiveness of implementation programs in meeting objectives and goals. Evaluation provides the basis for adjusting and then recycling program, functional and comprehensive plans.

Non-governmental Planning/Implementation Responsibilities

The non-governmental sector has fewer vertical and horizontal coordinative linkages than the governmental sector. It is, in fact, quite possible that a non-governmental entity would perform on its own all of the eight planning/implementation responsibilities listed on Table 1. Further study of the non-governmental sector may enable us to make more specific statements regarding its responsibilities. One of the results of the Plan will be to define those areas of the human resources delivery system which are best served by the non-governmental sector, and to encourage the non-governmental sector's efforts in these areas.

TABLE 1

IDENTIFICATION OF GOVERNMENTAL PLANNING/IMPLEMENTATION RESPONSIBILITIES

Primary Participation = Advisory = -	Policy Decision making	Coordinative Planning	Functional Planning	Program Planning	Regulation	Operation	Fiscal	Evaluation
<u>STATE</u>								
Governor	X							
General Assembly	X							
Cabinet	0	X						
Dept. of State Planning	-	X	0	-				
Dept. of Budget & Fiscal Plng.	-	0	-	0	-			
Operating Departments	-	0	X	X	X	0		
REGIONAL Regional Planning Agencies	-	X	X	0	-	-		
LOCAL Executive and Legis. Bodies	X							X
Planning Agencies	-	X		0	X	-		X
Fiscal or Budget Depts.	-	0	-	0	-	-		X
Operating Depts.	-	0	X	X	X	0		X

* Includes fiscal policy



IDENTIFICATION OF COORDINATION REQUIREMENTS
FOR THE HUMAN RESOURCES PLAN

IDENTIFICATION OF COORDINATION REQUIREMENTS FOR THE HUMAN RESOURCES PLAN

The task of preparing a Human Resources Plan with sufficient coordination with federal, state, regional and local governmental agencies and with the non-governmental sector will be difficult. There must be full involvement with those governmental agencies and non-governmental entities that will be affected by the human resources planning activity. Extensive participation from governmental and non-governmental entities must be solicited, not only because one purpose of the human resources plan is coordination, but also because these entities will have a key role in the implementation of the plan in their various areas of responsibility.

A State Planning Coordinating Committee already has been formed to assist the Department of State Planning in its effort to prepare both the Land Use and Human Resources Plans. The State Planning Coordinating Committee is also participating in a feasibility study on multi-service centers. The latter study is currently being conducted by the Department of State Planning, with the assistance of the consulting firm, Gruen Associates. It is designed to determine the costs and benefits of creating a statewide system of facilities for the provision of all state services delivered directly to the citizenry.

Members of the State Planning Coordinating Committee will work with the Department of State Planning in the following ways: They will inform their agencies of all activities related to the Land Use Plan, the Human Resources Plan, and the Multi-Service Center Study. They will assist the Planning Department by providing information



concerning current conditions and programs and by supplying ideas regarding goals and policies for Maryland. In addition, the representatives will identify and contact experts within their own agency to provide specific data as needed for the studies. The Coordinating Committee will review all documents relating to the three projects prior to publication. Resultant comments and criticisms will be considered by the Department's staff in revising all documents.

Represented on the State Planning Coordinating Committee at the present time are the following:

1. most State Departments

2. other State agencies

- Office of the Comptroller
- Maryland Council for Higher Education
- Governor's Commission on Law Enforcement and the Administration of Justice
- Comprehensive Health Planning Agency

3. all county governments including Baltimore City

4. regional planning agencies

- Tri-County Council of Western Maryland
- Tri-County Council of Southern Maryland
- Maryland-National Capital Park and Planning Commission
- Washington Council of Governments
- Wilmington Metropolitan Area Planning Coordinating Council
- Regional Planning Council (Baltimore Metropolitan Area)

5. federal agencies

- Department of Health, Education and Welfare
- Department of Housing and Urban Development
- Department of the Interior

From the broad membership of the State Planning Coordinating Committee, a smaller group will be formed to focus specifically on preparation of the Human Resources Plan. Representatives from the non-governmental



sector will be added to this human resources planning group to assure participation from the entire spectrum of human resource service providers.

Within the structure of governmental human resources planning, there are different levels of participation. The different levels of involvement can be categorized as follows:

1. Policy Decision: Clearly only the Governor and General Assembly with the assistance of the Cabinet can make State policy decisions. Consequently, the recommendations resulting from the Human Resources Plan will be linked to the highest decision-making level.
2. Staff Participation and Liaison: Certain state agencies and non-governmental entities, due to the nature of their responsibilities, can provide particularly significant input to the human resources planning activity. It would be desirable for these agencies to provide direct staff participation in the accomplishment of work items relative to their expertise.
3. Information Input, and Review and Comment: All governmental and non-governmental entities may be requested to provide relevant information and all will be given an adequate opportunity to review and comment upon the outputs of the human resources planning activity.

Table 2 is suggestive, not definitive, of the levels of involvement in the human resources planning process which might be expected from various governmental and non-governmental entities. Identification of specific components or representatives of the non-governmental



sector, with which coordination will be sought, has not been accomplished at the time of this writing.



TABLE 2

GOVERNMENTAL AND NON-GOVERNMENTAL COORDINATION FOR THE HUMAN RESOURCES PLAN

State Agency	Policy Decision	Staff Participation	Liaison and Coordination	Review / Information / Input / Comment	
				Review / Information / Input	Comment
State Governor	X		X	X	X
General Assembly	X		X	X	X
Cabinet	X		X	X	X
Dept. of Employment and Social Services Social Services Administration	X		X	X	X
Employment Security Administration			X	X	X
Maryland Office of Economic Opportunity		X	X	X	X
Dept. of Economic and Community Development	X		X	X	X
Division of Economic Development			X	X	X
Community Development Administration			X	X	X
Research			X	X	X
Division of Housing			X	X	X
Dept. of Health and Mental Hygiene Program Services	X		X	X	X
General Administration			X	X	X
Comprehensive Health Planning Agency			X	X	X
Others			X	X	X
Department of Education Planning Services	X		X	X	X
Research and Evaluation			X	X	X
Instruction			X	X	X
Compensatory Urban and supplementary Programs			X	X	X
Vocational-Technical Education			X	X	X
Vocational Rehabilitation			X	X	X
Library Development and Services			X	X	X
Maryland Council for Higher Education			X	X	X



<u>Agency</u>	<u>Policy Decision</u>	<u>Staff Participation</u>	<u>Liaison and Coordination</u>	<u>Review Information / and Input / Comment</u>
<u>Interagency Committee for School Construction Commission on Public Broadcasting</u>		X		X
<u>Commission on Law Enforcement and the Administration of Justice</u>				X
<u>Dept. of Public Safety and Correctional Services</u>	X		X	X
Division of Correction Division of Parole and Probation Maryland State Police			X	X
<u>Dept. of Budget and Fiscal Planning</u>	X		X	X
<u>Dept. of Transportation</u>		X		X
<u>Dept. of Natural Resources</u>			X	X
<u>Dept. of General Services</u>		X	X	X
<u>Dept. of Licensing and Regulation</u>		X	X	X
<u>Commission on Human Relations</u>			X	X
<u>Commission on Aging</u>		X		X
<u>State Office of Economic Opportunity</u>		X		X
<u>Regional Planning Agencies</u>			X	
<u>Local</u> County Agencies Municipal Agencies				X X
<u>Non-governmental agencies, both profit and non-profit making</u>				X





MARVIN HANDEL
GOVERNOR

STATE OF MARYLAND
EXECUTIVE DEPARTMENT
ANNAPOLIS, MARYLAND 21404

August 12, 1970

Mr. George P. Schultz, Director
Office of Management and Budget
Executive Office of the President
Washington, D. C. 20503

Dear Mr. Schultz:

In furtherance of the Bureau of the Budget Circular A-95, on August 26, 1969, I designated the Department of State Planning as the State Clearinghouse to review all federally aided plans and programs in Maryland and also to receive notification of all Federal grants made to jurisdictions of the State. I so informed Mr. Robert P. Mayo, former Director, Bureau of the Budget, see letter attached.

Procedures required by Paragraph 7, Part I, of the Bureau of the Budget Circular A-95 give the Governor the opportunity to comment on the relationship of certain State plans to comprehensive and other State plans and programs. This is to inform you that I have designated the Department of State Planning through its Secretary, Mr. Vladimir Wahbe, to act on my behalf to review and comment on these plans. Also Mr. Wahbe has the authority for the final review of the comments and recommendations of any and all regional or metropolitan Clearinghouses within the State and also the Maryland portions of the interstate Standard Metropolitan Statistical Areas.

It will be appreciated if you request those Federal agencies administering programs requiring review of State plans by the Governor be informed of my delegation of this authority to Mr. Vladimir Wahbe.

Sincerely,


Marvin Handel
Governor

Attachment

cc Mr. Vladimir Wahbe

HUMAN RESOURCES RELATED FEDERAL PROGRAMS
Requiring a State Plan as a Condition
to Receiving Federal Funding

DEPARTMENT OF HEALTH, EDUCATION, AND WELFARE

- 13.207 Comprehensive Health Planning - Grants to States
- 13.210 Comprehensive Public Health Services - Formula Grants
- 13.211 Crippled Children's Services
- 13.220 Health Facilities Construction - Grants
- 13.232 Maternal and Child Health Services
- 13.257 Mental Health - Alcohol Formula Grants
- 13.400 Adult Education - Grants to States
- 13.408 Construction of Public Libraries
- 13.427 Educationally Deprived Children - Handicapped
- 13.428 Educationally Deprived Children - Local Educational Agencies
- 13.429 Educationally Deprived Children - Migrants
- 13.430 Educationally Deprived Children - State Administration
- 13.431 Educationally Deprived Children in State Administered Institutions
Serving Neglected or Delinquent Children
- 13.449 Handicapped Preschool and School Programs
- 13.453 Higher Education - Land-Grant Colleges and Universities
- 13.464 Library Services - Grants for Public Libraries
- 13.465 Library Services - Interlibrary Cooperation
- 13.473 Preschool, Elementary, and Secondary Personnel Development -
Grants to States
- 13.478 School Assistance in Federally Affected Areas - Maintenance and
Operation
- 13.480 School Library Resources, Textbooks, and Other Instructional
Materials
- 13.483 Strengthening Instruction Through Equipment and Minor Remodeling
- 13.486 Strengthening State Departments of Education - Grants to States
- 13.491 University Community Service - Grants to States
- 13.493 Vocational Education - Basic Grants to States
- 13.494 Vocational Education - Consumer and Homemaking
- 13.495 Vocational Education - Cooperative Education
- 13.498 Vocational Education - Research
- 13.499 Vocational Education - Special Needs
- 13.500 Vocational Education - State Advisory Councils
- 13.501 Vocational Education - Work-Study
- 13.502 Vocational Education - Innovation
- 13.511 Educationally Deprived Children - Special Grants for Urban and
Rural Schools
- 13.512 Educationally Deprived Children - Special Incentive Grants
- 13.519 Supplementary Educational Centers and Services, Guidance,
Counseling, and Testing
- 13.707 Child Welfare Services
- 13.714 Medical Assistance Program
- 13.724 Public Assistance - State and Local Training
- 13.746 Rehabilitation Services and Facilities - Basic Support
- 13.748 Work Incentive Program - Child Care
- 13.753 Developmental Disabilities - Basic Support
- 13.754 Public Assistance - Social Services
- 13.756 Aging - Special Support Projects

DEPARTMENT OF JUSTICE

16.500 Law Enforcement Assistance - Comprehensive Planning Grants
16.502 Law Enforcement Assistance - Improving and Strengthening Law Enforcement

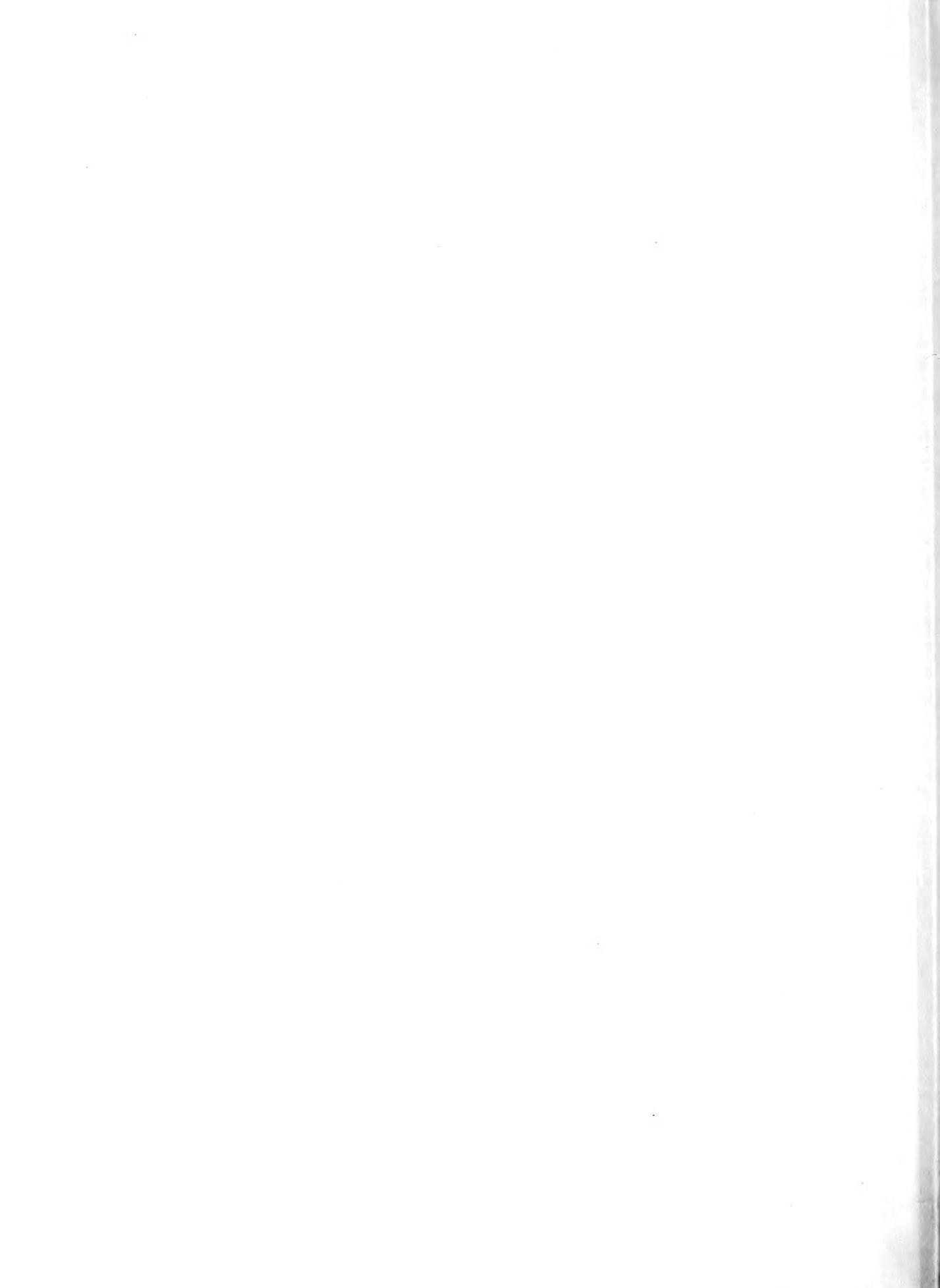
DEPARTMENT OF LABOR

17.207 Employment Service
17.500 Occupational Safety and Health

Source: 1972 Catalogue of Federal Domestic Assistance, Executive Office of the President, Office of Management and Budget

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